

**HQ USAF  
Office of The Civil Engineer  
Environmental Division**

**Air Force  
Environmental Program**

**Strategic Plan**



**June 1999**



## Foreword

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**I**mportant challenges await the United States (US) Air Force as we move away from the Cold War and transform ourselves into an Expeditionary Aerospace Force to protect US interests at home and abroad. The Civil Engineer Strategic Plan lists environmental leadership as one of five core competencies. The Headquarters United States Air Force Environmental Division (ILEV) is responsible for providing environmental leadership to meet current and future environmental requirements and to help sustain Air Force operational readiness. Air Force requirements for environmental stewardship are increasing as we support the Expeditionary Aerospace Force and further integrate environmental considerations into joint operations. This environmental support must be maintained even while funding is severely constrained. This situation underscores the need for strong environmental leadership.

**L**eadership depends in part on strategic planning. With the development of a strategic plan, in concert with the Civil Engineer Strategic Plan, ILEV is meeting the challenge of providing environmental leadership with its own strategic plan.

**E**nvironmental stewardship involves strategic planning in Compliance, Pollution Prevention, Conservation, and Restoration (the four environmental pillars) plus the newly evolving arena of international cooperation, overseas issues, and contingency deployment. We are pleased to present the first Air Force Environmental Strategic Plan. The plan defines goals and objectives in the four environmental pillars to support the Division's mission. In the coming years, we will achieve our strategic goals and objectives through specific identifiable strategies and measure our success with well-defined performance measures. The appendix of this document sets out the strategies and performance measures associated with the broader goals of the Strategic Plan.

**V**alue is inherent in the products and services we provide to our stakeholders. This Strategic Plan will play an important part in defining and measuring value. We look forward to using the Strategic Plan to fulfill our mission to enhance US Air Force operational readiness while supporting the concepts and doctrine of Agile Combat Support.



**Teresa R. Pohlman**  
Chief, Environmental Division  
Office of The Civil Engineer



## Introduction

The Headquarters United States Air Force Environmental Division (ILEV) Strategic Plan emphasizes maintaining the momentum of the US Air Force environmental program and ensuring its future success. In addition, the Strategic Plan acts as a reference point for Air Force environmental management and staff, providing guidance on program direction and implementation. We intend to make strategic planning systematic and part of the Air Force environmental program culture to foster a unity of purpose and continuity of behavior throughout the program.

The Strategic Plan is intended to be a living document, evolving using continual review and evaluation. It is consistent with the core competency of environmental leadership, which is highlighted in the Civil Engineer Strategic Plan. The Civil Engineer Strategic Plan references the importance of proactive environmental stewardship and of balancing that stewardship with Air Force operational readiness. All Air Force personnel have an essential role in the integration of environmental considerations into every Air Force function, organization, and service.

The Air Force environmental organization is diagrammed on page 3. A stakeholder chart is included on page 6 to illustrate many of the organizations that influence ILEV's resources and output, or are affected by that output. It is important to recognize the diverse range of stakeholders and to appreciate that effective communication and partnering with these stakeholders is paramount to our continued success in supporting Agile Combat Support, the evolution to an Expeditionary Aerospace Force, and overall Air Force readiness.

The vision statement on page 6 sets the framework for the Air Force environmental program execution. The mission, goals and objectives were developed using this vision statement as the foundation.

*"The US Air Force is a national leader in environmental stewardship. We recognize that the American public places an important trust in the Air Force to perform our mission while protecting the environment. Our environmental program is second to none in upholding that trust. We will continue to explore the most promising new technologies, processes, methods, partnerships, and paradigms in order to continue performing our military missions in an environmentally responsible manner." Major General Eugene A. Lupia, The Air Force Civil Engineer. Source: Sustaining Readiness, The US Air Force Environmental Program, 1998*



**T**he mission statement on page 7 clarifies our purpose and helps channel discussion and activity within the Division and throughout the environmental program. It articulates the value-added functions provided to the Air Force through the environmental program.

**T**he goals and objectives presented in this Strategic Plan on pages 8-13 evolve from the mission statement. They are intended to provide a focus for action within ILEV and throughout the entire Air Force environmental program, as well as set the course on how to approach daily activities and responsibilities. These goals and objectives are reinforced by specific strategies, listed in the appendix, which identify the ILEV branch or branches with functional responsibility for that strategy.



*A/0A-10 Thunderbolt II from Eielson AFB, Alaska*



# Environmental Organization Functional Levels



## Secretary of Defense

Deputy Under Secretary of Defense  
(Environmental Security)  
(DUSD[ES])

DoD

## Secretary of the Air Force (SAF/OS)

SAF

Assistant Secretary of the Air Force  
(Manpower Reserve Affairs,  
Installations and Environment)  
(SAF/MI)

Chief of Staff of the Air Force  
(HQ USAF/CC)

Deputy Assistant Secretary of the Air Force  
(Environment, Safety & Occupational Health)  
(SAF/MIQ)

Deputy Chief of Staff  
of the Air Force  
(Installation & Logistics)  
(HQ USAF/IL)

Deputy Assistant Secretary of the Air Force  
(Installations)  
(SAF/MII)

The Civil Engineer  
(HQ USAF/ILE)

Chief, Environmental Division  
(HQ USAF/ILEV)

## Air Force Environmental Program Organization Chart

Environmental Division  
(ILEV)

International  
(ILEVI)

Integration  
(ILEVA)

Planning  
(ILEVP)

Environmental Quality  
(ILEVQ)

Restoration  
(ILEVR)



## ILEV Branches

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### ***Environmental Program Integration Branch — ILEVA***

ILEVA analyzes and prepares Air Force positions on proposed and final environmental legislation and regulations. It is responsible for preparing for congressional hearings and responding to inquiries from the Offices of the Secretary of Defense (OSD) and the Secretary of the Air Force (SAF). ILEVA establishes and maintains Air Force implementation policy and guidance for the environmental programming and budgeting process throughout the Air Force. ILEVA chairs the environmental Integrated Process Team (IPT) to the Installation Support Panel. ILEVA is responsible for managing the environmental program requirements automated database and integrating requirements into the budget process. It compiles and analyzes cost and budget data, and advocates for environmental program requirements.

### ***Environmental International Branch — ILEVI***

ILEVI promotes global environmental stewardship through three primary avenues: fostering international environmental security partnerships, responding to host nation environmental issues, and evaluating deployment environmental standards. ILEVI currently manages several international environmental cooperation partnerships. It supports the Department of Defense (DoD), SAF, Headquarters United States Air Force (HQ USAF) and Major Command (MAJCOM) requirements at current and formerly occupied installations. ILEVI ensures policies for Air Force Civil Engineers deploying to DoD readiness and peacekeeping missions worldwide are applied to accomplish environmentally responsible operations.

### ***Environmental Planning Branch — ILEVP***

ILEVP establishes and maintains Air Force policy and guidance requirements and provides the oversight necessary to achieve compliance with the National Environmental Policy Act (NEPA), as well as with natural and cultural resource laws, and regulations. ILEVP manages the base comprehensive planning program and develops policy for installation land use planning and the Air Installation Compatible Use Zone (AICUZ) program. ILEVP manages Air Force range and airspace environmental issues and community economic adjustment programs. These programs meet the unique off-base impact needs for schools, roads, and housing usually associated with major Air Force base expansions or major reductions.

In fulfilling its responsibilities, ILEVP coordinates policy with the Deputy Under Secretary of Defense (Environmental Security) (DUSD(ES)), Deputy Assistant Secretary of the Air Force (Environment, Safety, and Occupational Health) (SAF/MIQ), Deputy Assistant Secretary of the Air



Force (Installations) (SAF/MII), and with various federal agencies as appropriate. These agencies include the US Environmental Protection Agency (EPA), US Fish and Wildlife Service, the National Park Service, the Advisory Council on Historic Preservation, the Council on Environmental Quality, and the Federal Aviation Administration. ILEVP also coordinates its efforts with state and local agencies where appropriate.

#### ***Environmental Quality Branch — ILEVQ***

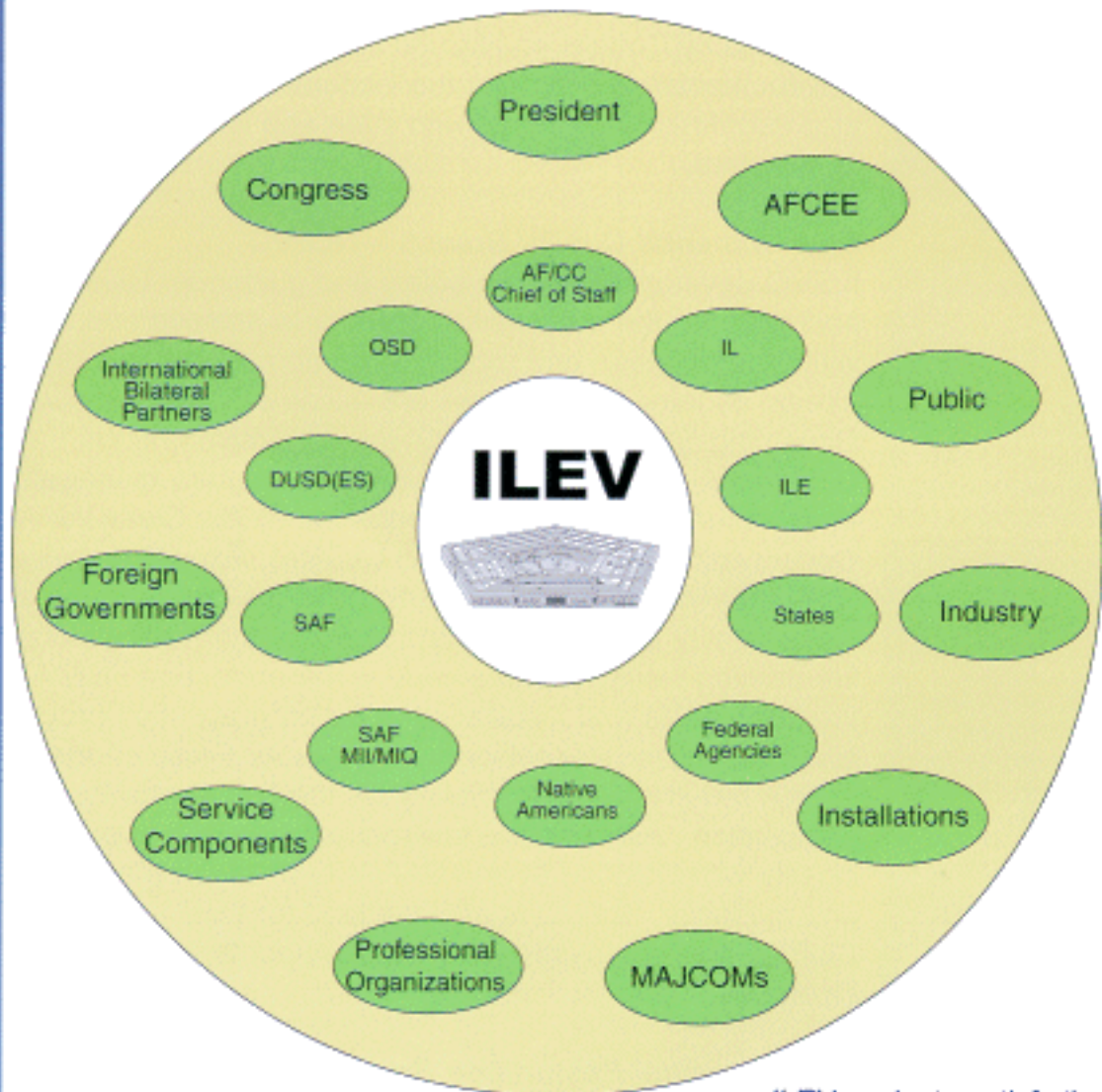
ILEVQ develops Air Force policy and guidance, validates requirements, and provides the oversight necessary to achieve and sustain compliance with federal, state, and local environmental laws and directives. For foreign countries these tasks are accomplished in accordance with Final Governing Standards or the Overseas Environmental Baseline Guidance Document. ILEVQ provides Air Force program management of environmental quality issues regulated by the Clean Air Act, Resource Conservation and Recovery Act (RCRA), Toxic Substances Control Act (TSCA), and others. ILEVQ also provides program management for water quality issues including domestic stormwater, industrial stormwater, fire training facilities, and source water protection. ILEVQ, working with the MAJCOMs and installation pollution prevention program managers, along with other stakeholders, focuses Air Force efforts using prevention, source reduction, and recycling, as the first choice for environmental compliance. All Air Force environmental quality program offices work closely with DUSD(ES) and SAF/MIQ to develop and implement policy and guidance. ILEVQ is also the lead for DoD working with the Joint Staff to ensure environmental requirements are incorporated into Joint Doctrine.

#### ***Environmental Restoration Branch — ILEVR***

ILEVR establishes Air Force policy and guidance for environmental clean-up and coordinates policies with DUSD(ES), SAF/MIQ, Army, Navy, Defense Logistics Agency (DLA) and the EPA. ILEVR provides program management of Air Force restoration issues, as regulated by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the RCRA. ILEVR provides oversight of Air Force cleanup programs by reviewing MAJCOM requirements, preparing budget submissions, preparing semi-annual progress reviews for OSD, managing the Air Force Restoration Information Management System (AFRIMS) database and tracking site funding and cleanup status. An essential part of ILEVR's responsibilities is to implement the Defense-Sate Memorandum of Agreement (DSMOA) and partner with communities through Restoration Advisory Boards (RABs). ILEVR also partners with federal, state, and local regulators. ILEVR develops and tracks performance measures to demonstrate cleanup progress and program success to ensure compliance with Defense Planning Guidance (DPG) goals and policies.



## ILEV Stakeholders



ILEV seeks to satisfy the needs of its many and diverse stakeholders.

### *Environmental Program Principles:*

- Sustain Air Force readiness
- Be a good neighbor
- Protect human health and the environment
- Make smart business decisions

## ILEV Vision Statement

**T**he Environmental Division of the Office of The Civil Engineer provides effective environmental leadership to enable the United States Air Force to fulfill its national security role, while protecting human health and the environment.



## ILEV Mission Statement

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**T**he Environmental Division of the Office of The Civil Engineer shall enhance US Air Force operational readiness by effectively managing and conserving environmental resources, ensuring compliance, and supporting global environmental stewardship. The Environmental Division will:

- Support and maintain compatibility of environmental and operational goals of the Offices of The Civil Engineer (ILE), Air Force Chief of Staff (AF/CC), Secretary of the Air Force (SAF), and Secretary of Defense (OSD);
- Establish policy, program goals, and guidance to fulfill ILEV's environmental leadership role;
- Conduct oversight to evaluate progress in meeting program goals and priorities;
- Communicate program progress to ILE, AF/CC, SAF, OSD, Congress, and other stakeholders and provide feedback on program progress to MAJCOMs; and
- Provide a working environment that encourages professional development for Air Force environmental personnel.



*Two F-16 CJ Wild Weasels*



## Air Force Environmental Program Goals

**T**he nine goals listed below directly support the Air Force Environmental Program as defined in the mission statement.

1. Develop and maintain effective environmental program strategies, policies, instructions, doctrine, and guidance.
2. Develop timely and accurate environmental program budgets.
3. Develop and improve relationships and partnering opportunities with stakeholders.
4. Communicate environmental program performance.
5. Evaluate and improve program oversight.
6. Strengthen Pollution Prevention as the preferred solution to compliance.
7. Meet or exceed Defense Planning Guidance (DPG) goals.
8. Review environmental planning, natural and cultural resources programs and documents necessary to sustain Air Force readiness.
9. Promote career development.

*The Air Force environmental program Goals are further supported by operational strategies, which govern day-to-day tasks. These are listed in the Appendix.*



***Titan IV space-launch vehicle,  
Cape Canaveral Air Force Station, Florida***

*"The Air Force's environmental program is an important element in sustaining the world's premier aerospace force. Overseas and at home, the environmental program ensures that Air Force members train and operate under safe working conditions, and with respect for their environment."  
General Michael E. Ryan, Air Force Chief of Staff.  
Source: Sustaining Readiness, The US Air Force Environmental Program, 1998*



*The Air Force met the DoD solid and hazardous waste reduction goals two years early. DoD goal: 50% reduction by CY99.*

*The Air Force has exceeded the DoD Toxics Release Inventory (TRI) reduction goal of 20% four years early. The Air Force has already met the revised additional 20%*

## Air Force Environmental Program Objectives

The objectives listed below are grouped according to the nine Air Force environmental program Goals.

### 1. ***Develop and maintain effective environmental program strategies, policies, instructions, doctrine, and guidance.***

- (a) Ensure all strategies, policies, and guidance are consistent with federal and state environmental regulations and US Air Force requirements, (for example, the Resource Conservation and Recovery Act (RCRA); the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); the National Environmental Policy Act (NEPA); and Air Force Instructions (AFIs)).
- (b) Ensure that the development of all strategies, policies, and guidance involves liaison and cooperation within the Air Force and with relevant federal, state, and international agencies, (for example, Department of Energy, Department of Interior, the Joint Staff, and other military Services) to achieve compatibility and cost-effectiveness.
- (c) Develop and maintain effective strategies for building international environmental partnerships.
- (d) Develop and maintain effective strategies, policies, and guidance on pollution prevention, compliance, restoration, and conservation issues using best business practices.
- (e) Maintain accurate and up-to-date AFIs on issues related to the environmental program.
- (f) Identify responsibility for closed ranges.
- (g) Provide support and guidance to The Civil Engineer on environmental aspects of the Military Construction (MILCON) program, the Non-Appropriated Fund (NAF) program, privatization and outsourcing programs, and property transfers.
- (h) Maintain the Overseas Environmental Baseline Guidance Document and strategies for dealing with host nation environmental issues at current and former US sites.

*"The Air Force is building on a strong record of environmental achievement. Our core values of 'integrity, service before self, and excellence in all we do' have pre-eminent significance in the Air Force's environmental program. Air Force commanders are committed to the environmental program and support it by leveraging resources, sustaining readiness, and being a good neighbor. We are dedicated to our people and preserving the environment." F. Whitten Peters, Acting Secretary of the Air Force. Source: Sustaining Readiness, The US Air Force Environmental Program, 1998*



*Air Force met the 22 December, 1998 deadline for compliance with EPA Underground Storage Tank (UST) regulations. 100% of Air Force USTs are in compliance.*

- (i) Ensure Air Force Civil Engineers are prepared to protect the global environment as they deploy worldwide by developing and maintaining effective strategies, policies, and guidance to ensure all proper links are in place between deployment policy, handbooks, and education and training.

**2. *Develop timely and accurate environmental program budgets.***

- (a) Serve as an effective advocate for environmental program resource requirements through the development of program budgets to cover all valid and supportable environmental requirements.
- (b) Prepare timely and accurate input for the President's Budget, Program Objective Memorandum, and Budget Estimate Submission.
- (c) Ensure all Level 0 and Level 1 requirements are valid and information entered into the A-106 (and successor systems) and Air Force Restoration Information Management System (AFRIMS) databases are complete, accurate and current.
- (d) Develop and submit through appropriate channels International environmental program budgets to access Air Force Operations and Maintenance (O&M), Department of Defense (DoD)/Air Force Cooperative Threat Reduction, Latin American Cooperation, International Military Education and Training, and other funding.

**3. *Develop and improve relationships and partnering opportunities with stakeholders.***

- (a) Develop and maintain the confidence and trust of all stakeholders by providing high-quality products and services, on time.
- (b) Identify, encourage, and support partnering efforts with US and international stakeholders to achieve mutually beneficial environmental goals.
- (c) Continue to develop international environmental partnerships. Provide reciprocal support to other DoD agencies' international environmental partnerships.
- (d) Identify appropriate stakeholders and seek their input in the preparation of Environmental Division products.
- (e) Ensure inquiries from stakeholders are managed in a service-oriented manner and responses are clear, complete, accurate, and timely.



*Air Force  
Goal: 100% of  
installations  
PCB-free.*

- (f) Continue to support community involvement in the Air Force environmental program, through mechanisms such as Restoration Advisory Boards (RABs).

#### **4. *Communicate environmental program performance.***

- (a) Prepare accurate and current briefing materials and progress reports for delivery to The Civil Engineer, Secretary of the Air Force (SAF), Deputy Under Secretary of Defense (Environmental Security) (DUSD(ES)), and Congress.
- (b) Respond swiftly and accurately to congressional requests for information on the Air Force environmental program.
- (c) Prepare and present accurate and clear Civil Engineer Master Briefings.
- (d) Prepare clear and accurate environmental program information for delivery to US and international partners.
- (e) Provide formal and informal feedback to all Major Commands (MAJCOMs) on budget development exercises and progress towards program goals.
- (f) Use the A-106 (and successor systems) and AFRIMS databases to prepare and submit accurate information and data about the environmental program to stakeholders.
- (g) Prepare and submit accurate information and data on the status of the environmental program for inclusion in the Defense Environmental Restoration Program (DERP) and Environmental Quality (EQ) Annual Reports to Congress.
- (h) Develop and maintain an ILEV World Wide Web page to assist in environmental program information dissemination.
- (i) Achieve Chief Financial Officer (CFO) compliance.



***Laying plastic sewer pipe -  
452<sup>nd</sup> Civil Engineer Squadron***



**5. *Evaluate and improve program oversight.***

- (a) Establish and track performance measures to evaluate environmental program performance and to measure progress toward program goals.
- (b) Develop and track performance measures for Environmental Compliance and Assessment Management Programs (ECAMPs).
- (c) Conduct Program Management Reviews with the MAJCOMs semi-annually.
- (d) Compile program performance data through liaison with MAJCOMs and other stakeholders.
- (e) Ensure the quality of information in the A-106 (and successor systems) and AFRIMS databases.

**6. *Strengthen Pollution Prevention as the preferred solution to compliance.***

- (a) Publish a Pollution Prevention implementation guide. Distribute to MAJCOMs and installations.
- (b) Develop Pollution Prevention training materials and courses for MAJCOM and installation personnel.
- (c) Develop Pollution Prevention technology guidance through liaison with stakeholders. Distribute to MAJCOMs and installations.
- (d) Develop policy and guidance on the integration of Pollution Prevention principles into the weapons system acquisition process.

**7. *Meet or exceed Defense Planning Guidance (DPG) goals.***

- (a) Continue to prioritize the cleanup of contaminated sites by relative risk category.
- (b) Justify a sustained and level funding policy by meeting cleanup commitments made to Congress, Office of the Secretary of Defense (OSD), federal agencies, and stakeholders.

**8. *Review environmental planning and natural and cultural resources programs and documents necessary to sustain Air Force readiness.***

- (a) Complete high-quality Environmental Impact Statements on time.



*Air Force  
Goal:  
Zero open  
enforcement  
actions  
(OEAs)*

- (b) Formulate a comprehensive strategy for Air Force ranges and airspace.
- (c) Provide leadership and support to MAJCOMs on sensitive environmental analyses.
- (d) Facilitate partnerships among the Air Force, US Fish and Wildlife Service, and US Army Corps of Engineers to improve the management of development in sensitive environments.
- (e) Formulate a comprehensive strategy for on and off base installation planning and quantity distance zones.
- (f) Provide policy and guidance on Native American programs.
- (g) Provide policy and guidance on cultural, historic, and natural resources programs.

**9. *Promote career development.***

- (a) Effectively utilize the talents of environmental personnel across the Air Force and promote teamwork.
- (b) Develop mechanisms for information exchange and cooperation among Air Force environmental organizations.
- (c) Encourage professional development through training, mentoring, and supporting participation in professional societies.



***F-15Bs over Crater Lake, Oregon***



# Key Air Force Environmental Products and Initiatives

## ILEVA

- ✓ Environmental Integrated Process Team
- ✓ Congressional Inquiries
- ✓ Environmental Program Management Reviews
- ✓ Planning, Programming and Budget Process/Validation
- ✓ A-106 Management Information System
- ✓ ILE/ILEV Master Briefings
- ✓ ILEV Trip Books
- ✓ Program Element Monitor - Environmental Quality and Restoration
- ✓ Government Accounting Office/Audit Reports
- ✓ Program Objective Memorandum (POM)/Amended POM Guidance
- ✓ Defense Planning Guidance Goals
- ✓ Air Force Instruction 32-7001

## ILEVI

- ✓ US-Norway Program
- ✓ US-Russia Program
- ✓ US-Italy Program
- ✓ US-Argentina Program
- ✓ US-Israel Program
- ✓ Overseas Environmental Baseline Guidance Document (OEBGD)
- ✓ Final Governing Standards Interpretation
- ✓ Current and former AF Installation Host Nation Environmental Issues
- ✓ Air Force Deployment Environmental Standards
- ✓ Interface with SAF/MIQ/IA and US Embassies in Partner Countries
- ✓ Interface with DUSD(ES), other Military Services and DLA
- ✓ Interface with other Federal Agencies
- ✓ Defense Planning Guidance Goals
- ✓ Air Force Instruction 32-7006

## ILEVP

- ✓ Environmental Impact Analysis Process
- ✓ Natural & Cultural Resources Management
- ✓ Base Comprehensive Planning
- ✓ Air Installation Compatible Use Zone Studies
- ✓ Defense Planning Guidance Goals
- ✓ Off Base Planning Guidance
- ✓ Native American Program guidance
- ✓ Air Space and Range Integrated Process Team

- ✓ Sonoran Eco-Region Initiative
- ✓ Southwest Initiative
- ✓ Forestry Program Oversight
- ✓ Agricultural Leasing Program Oversight
- ✓ Fish and Wildlife Management Program Oversight
- ✓ Legacy Resource Program
- ✓ Sikes Act Guidance
- ✓ Air Force Instructions 32-7060, -7061, -7062, -7063, -7064, -7065

## ILEVQ

- ✓ Environmental Technology, Education and Training
- ✓ Hazardous Material (HAZMAT) Minimization
- ✓ RCRA/TSCA/CAA/CWA Media
- ✓ Overseas Compliance
- ✓ Program Management Reviews
- ✓ DoD In-Progress Reviews (IPRs)
- ✓ Environmental Compliance and Assessment Management Program (ECAMP)
- ✓ Defense Planning Guidance Goals
- ✓ Open Enforcement Actions
- ✓ Joint Environmental Doctrine
- ✓ Sustainable Development Initiatives
- ✓ Affirmative Procurement Guidance
- ✓ Air Force Instructions 32-7040, -7041, -7042, -7043, -7045, -7080, -7086, -7087

## ILEVR

- ✓ Air Force Restoration Information Management System (AFRIMS)
- ✓ Defense-State Memorandum of Agreement
- ✓ Defense Planning Guidance Goals
- ✓ Environmental Restoration Annual Workshop
- ✓ DoD Semi-Annual In-Progress Reviews
- ✓ MAJCOM Restoration Chiefs (CEVRs) Meeting
- ✓ Remedial Action Cost Engineering and Requirements (RACER)
- ✓ Technology Transfer
- ✓ Program Management Reviews
- ✓ Management Action Plans
- ✓ Remedial Project Managers (RPM) handbook
- ✓ Air Force Partnering Meetings with Regulatory Agencies
- ✓ Air Force Instruction 32-7020



## Appendix

The goals identified in the Air Force Environmental Strategic Plan provide broad statements of intent for the future management and operation of Air Force environmental programs. These goals are further defined by objectives for the Headquarters United States Air Force Environmental Division (HQ USAF/ILEV) and even further defined by measurable operational strategies listed below. These performance measures provide the targets to measure success in meeting the vision, mission, goals, and objectives outlined in the Strategic Plan.

### Goal 1

***Develop and maintain effective environmental program strategies, policies, instructions, doctrine, and guidance.***

#### **Operational Strategies:**

Review/revise existing Air Force Instructions (AFI).

- AFI 32-7001, Environmental Budgeting (ILEVA)
- AFI 32-7005, Environmental Protection Committees (ILEVQ)
- AFI 32-7006, Environmental Program in Foreign Countries (ILEVI)
- AFI 32-7020, Environmental Restoration Program (ILEVR)
- AFI 32-7042, Solid and Hazardous Waste Compliance (ILEVQ)
- AFI 32-7043, Hazardous Waste Management Guide (ILEVQ)
- AFI 32-7061, Environmental Impact Analysis Process (ILEVP)
- AFI 32-7063, Air Installation Compatible Use Zone (ILEVP)
- AFI 32-7065, Cultural Resources Management (ILEVP)
- AFI 32-7066, Environmental Baseline Surveys in Real Estate Transactions (ILEVP).



***HAZMAT training  
at Grissom ARB, Indiana***

Prepare new Air Force Instruction/New Environmental Strategies.

- AFI 32-7080, Compliance Assurance and Pollution Prevention (ILEVQ)
- Develop guidance for Major Commands (MAJCOMs) on privatization and outsourcing (ILEVP)
- Develop guidance on the implementation of the Range Rule (ILEVR, ILEVQ)
- Complete coordination with Services on Joint Environmental Doctrine (ILEVQ)



- Establish Policy Requirements for Expeditionary Aerospace Force (ILEVP)
- Identify responsibility for closed ranges (ILEVR)
- Complete evaluation of deployment policy, handbooks and education and training (ILEVI)
- Develop environmental program plans and implementation strategies at annual Environmental Workshops (ILEVQ, ILEVR)

## Goal 2

*Develop timely and accurate environmental program budgets.*

### Operational Strategies:

Ensure Air Force environmental funding requirements are valid and supportable.

- Update the Overseas Environmental Baseline Guidance Document (ILEVI).
- Prepare timely and accurate input for the President's Budget, Program Objective Memorandum, Budget Estimate Submission and other funding exercises (ILEVA)
- Advocate for Environmental Program resource requirements through the Air Force corporate structure (ILEVA)
- Fund valid Level 0 and Level 1 requirements (ILEVA)
- Validate the fidelity of A-106 (and successor systems) information (ILEVA, ILEVI, ILEVP, ILEVQ)
- Validate the fidelity of Air Force Restoration Information Management System (AFRIMS) information (ILEVR)



*Used oil collected for recycling.*

## Goal 3

*Develop and improve relationships and partnering opportunities with stakeholders.*

### Operational Strategies:

Use teamwork and partnering to establish and maintain relationships with stakeholders.

- Partner with other Department of Defense (DoD) organizations through interservice committees and programs (All ILEV Branches)
- Partner with government, public, private, and international organizations outside DoD to support the Air Force Environmental Program (All ILEV Branches)
- Foster team work and partnerships with MAJCOMs using approved methods (All ILEV Branches)
- Foster and build partnerships with state regulatory agencies, Environmental Protection Agency (EPA), and other federal agencies, by participating in regional partnership meetings (All ILEV Branches)
- Develop and maintain international environmental cooperation efforts (ILEVI)
- Partner with Native American organizations as appropriate (All ILEV Branches)

## Goal 4

*Communicate environmental program performance.*

### Operational Strategies:

Provide timely and accurate performance information to the appropriate stakeholders.

- Provide semi-annual performance update (In Progress Reviews) to Deputy Under Secretary of Defense (Environmental Security) (DUSD(ES)) (All ILEV Branches)
- Provide information annually to DUSD(ES) for inclusion in the Environmental Quality Annual Report to Congress (ILEVQ, ILEVA, ILEVVP)



***Firefighter training at Goodfellow AFB, Texas***



- Provide information annually to DUSD(ES) for inclusion in the Defense Environmental Restoration Program Annual Report to Congress (ILEVR, ILEVA)
- Brief MAJCOMs and other stakeholders on program performance at the annual Environmental Restoration Workshop (ILEVR)
- Brief MAJCOMs and other stakeholders on program performance at the Environmental Quality Workshop (ILEVQ)
- Brief at Professional Society meetings (ILEV)
- Brief congressional members and staff on Air Force environmental programs (ILEV)
- Support Civil Engineer briefings to stakeholders (ILEV)
- Work with Air Force Public Affairs Offices to highlight the Air Force environmental program (All ILEV Branches)

## Goal 5

*Evaluate and improve program oversight.*

### **Operational Strategies:**

Establish and track performance measures.

- Establish quarterly MAJCOM obligation targets to achieve 100% obligation on non-recurring work (ILEVA, ILEVR)
- Complete required risk management plan in accordance with Clean Air Act (ILEVQ)
- Develop and track performance measures for Environmental Compliance Assessment Management Programs (ECAMPs) (ILEVQ)
- Conduct semi-annual MAJCOM Program Management Reviews (ILEVA)
- Ensure zero Open Enforcement Action/Notice of Violation goal is met (ILEVQ)
- Ensure all Air Force overseas Underground Storage Tanks (USTs) are in compliance with Foreign Governing Standards (ILEVQ)
- Evaluate fidelity of A-106 (and successor systems) information (ILEVA, ILEVI, ILEVP, ILEVQ)
- Evaluate fidelity of AFRIMS information (ILEVR)

## Goal 6

***Strengthen Pollution Prevention as the preferred solution to compliance.***

### **Operational Strategies:**

Meet Defense Planning Guidance (DPG) Goals and The Civil Engineer Policy to embrace Pollution Prevention as the preferred solution to compliance problems.

- Publish Pollution Prevention interim guidance (ILEVQ)
- Develop "Compliance-Through-Pollution Prevention" brochure (ILEVQ)
- Publish and distribute Pollution Prevention implementation guide (ILEVQ)
- Develop shop-level Pollution Prevention awareness course (ILEVQ)
- Develop de-icing Pollution Prevention awareness CD-ROM (ILEVQ)
- Transfer 20% of Compliance budget to Pollution Prevention accounts (ILEVQ)



***C-130H de-icing at Ramstein Air Base, Germany***

## Goal 7

***Meet or exceed Defense Planning Guidance (DPG) goals.***

### **Operational Strategies:**

Meet commitments to Congress, DoD, Federal Agencies, and stakeholders to clean up contaminated sites by Relative Risk to justify sustained Level Funding Policy.

- Ensure installation completion by FY13 (ILEVR)
- Meet DPG goals for reduction of Relative Risk
  - High relative risk sites — 50% by end FY02 (ILEVR)
  - High relative risk sites — 100% by end FY07 (ILEVR)
  - Medium relative risk sites — 100% by end FY11 (ILEVR)
  - Low relative risk sites — 100% by end FY13 (ILEVR)



Meet existing DoD performance measures for

- Hazardous waste reductions (ILEVQ)
- 40% recycling diversion rate (ILEVQ)
- Toxics Release Inventory (TRI) reductions (ILEVQ)
- 100% National Pollutant Discharge Elimination System (NPDES) permitted system compliance (ILEVQ)
- Clean Water Act (CWA) Pollution Prevention non-recurring projects (ILEVQ)
- Future requirements (ILEVQ)
- Reduction of Relative Risk by 2014 (ILEVR)
- Installation Restoration Program (IRP) Site Completion Progress (ILEVR)
- Remedial Actions in-place or response complete by 2014 (ILEVR)
- Complete Endangered Species Surveys (ILEVP)
- Complete Wetlands Surveys (ILEVP)
- Complete Cultural Resource Surveys (ILEVP)
- Complete Cultural Resource Management Plans (ILEVP)
- Complete Integrated Natural Resource Plans (ILEVP)

## Goal 8

***Review environmental planning and natural and cultural resources programs and documents necessary to sustain Air Force readiness.***

### **Operational Strategies:**

Ensure Environmental Documents are completed on time.

- Formulate strategy for ranges and air space (ILEVP)
- Complete Legislative Environmental Impact Statement for Nellis and Goldwater Ranges (ILEVP)
- Provide oversight for Environmental Impact Statement for the Realistic Bomber Training Initiative (ILEVP)
- Provide oversight for Environmental Impact Statement for F-22



***F-22 Raptor in flight***



- training beddown at Tyndall Air Force Base (ILEVP)
- Develop Expeditionary Aerospace Force environmental analysis strategy (ILEVP)
- Maintain installation off-base planning policy (ILEVP)
- Provide oversight and guidance for Native American Consultation (ILEVP)
- Provide oversight and guidance for Section 7 Consultation under the Endangered Species Act (ILEVP)
- Provide oversight and guidance for Sikes Act implementation (ILEVP)
- Review National Register nominations (ILEVP)

## Goal 9

*Promote career development.*

### **Operational Strategies:**

- Support participation in professional training (All ILEV Branches)
- Support professional military and civilian education (All ILEV Branches)
- Promote membership in professional societies (All ILEV Branches)
- Support professional registration (All ILEV Branches)
- Provide maximum availability of career broadening opportunities (All ILEV Branches)
- Encourage a professional atmosphere conducive to mentoring and teamwork (All ILEV Branches)



## **Air Force Environmental Division Source Documents**

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1. Air Force Strategic Plan
2. Air Force H 32-7084, Air Installation Compatible Use Zone Program Managers Guide
3. HQ USAF/ILEVR Air Force Restoration Guiding Principles and Roadmap to Success, 1999
4. AFPAM 32-1010, Land Use Planning, Nov 1998
5. Air Force Doctrine Document 42, Civil Engineer, section 1.2.1.5, 28 Dec 1994
6. Air Force Environmental Restoration Account (ERA) Guidance, June 1995
7. Air Force Environmentally Responsible Facilities Guide
8. Air Force Instruction 32-1026, Planning and Design of Airfields
9. Air Force Instruction 32-7001, Environmental Budgeting, May 1994
10. Air Force Instruction 32-7020, Environmental Restoration Program, Aug 1994
11. Air Force Instruction 32-7060, Interagency and Intergovernmental Coordination for Environmental Planning, March 1994
12. Air Force Instruction 32-7061, The Environmental Impact Analysis Process, Jan 1995
13. Air Force Instruction 32-7062, Air Force Comprehensive Planning, April 1994
14. Air Force Instruction 32-7063, Air Installation Compatible Use Zone Program, March 1994
15. Air Force Instruction 32-7064, Integrated Natural Resource Management, July 1994
16. Air Force Instruction 32-7065, Cultural Resources Management, June 1994
17. Air Force Instruction 32-7066, Environmental Baseline Surveys in Real Estate Transactions, April 1994
18. Air Force Instruction Manual 32-1008, Installation Design, March 1981
19. Air Force Instruction Manual 32-1090, Noise and Vibration Control, May 1995



20. Air Force Instruction Manual 32-1123, Airfield and Heliport Planning and Design, May 1999
21. Air Force Policy Document (draft), Environment, Safety and Occupational Health, 90-8 paragraph 8.10.2
22. Air Force Restoration Information Management System (AFRIMS), March 1999
23. Annual Program Objective Memorandum (POM)/Budget Estimate Submittal (BES)/President's Budget (PB) Guidance
24. Chairman of the Joint Chiefs of Staff National Military Strategy, area 7, The Strategy – Shape, Respond, Prepare Now, Promoting Stability section
25. Civil Engineering Strategic Plan Volume 1 (Draft)
26. Defense Environmental Quality Program Annual Report to Congress
27. Defense Environmental Restoration Program Annual Report to Congress
28. DoD Defense Environmental Restoration Account (DERA) Guidance
29. DoD Directive 4715.1, Environmental Security, paragraph 13, Feb 1996
30. DoD Instruction 4165.57, Air Installations Compatible Use Zones, Nov 1997
31. DoD Instruction 4715.3, Environmental Conservation Program, May 1996
32. DoD Instruction 4715.5, Management of Environmental Compliance at Overseas Installations, April 1996
33. DoD Instruction 4715.7, Environmental Restoration Program, April 1996
34. DoD Instruction 4715.9, Environmental Planning Analysis, May 1996
35. Executive Order 12114, 4 Jan 1979
36. Final Report of the Federal Facilities Environmental Restoration Dialogue Committee (FFERDC), April 1996
37. Global Engagement: A Vision for the 21st Century Air Force
38. HQ USAF/ILE Mission Support Plan (FY97-25)(draft), section 2.3.3
39. Joint Vision 2010, 1997



40. Management Action Plan (MAP) Guidebook, June 1995
41. Management Guidance for the Defense Environmental Restoration Program (DERP), March 1998
42. National Security Strategy of the United States, Oct 1998
43. National Security Strategy of Engagement and Enlargement, section II, Advancing U.S. National Interests, Responding to Crises section, Environmental and Security Concerns subsection, May 1997,
44. Relative Risk Site Evaluation Primer, summer 1996
45. Restoration Advisory Board Resource Book, Sept 1996
46. Secretary of the Air Force Order Number 103.1 [policy of the Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations and Environment)], 30 Oct 1997
47. Secretary of the Air Force Order Number 114.1, 29 October 1997 [policy of the Deputy Under Secretary of the Air Force (International Affairs) (SAF/IA)]
48. SECAF's and CSAF's Air Force Posture Statement 1998, Contemporary Air Force Operations chapter, Cooperative Engagement section, paragraphs 3 and 4
49. USAF Strategic Plan Volume 1 – Future Security Environment, Section 1: Demands of the Geo-Strategic Environment, Significant Trends section, paragraph 3
50. US European Command's Strategy of Readiness and Engagement, Chapter III USEUCOM Strategic Environment (page 10, paragraph 7) and Objective 4 (page 19)
51. US DoD policy of Preventive Defense as stated in the 1996 Annual Report to Congress, Managing Post-Cold War Dangers: Prevent, Deter, and Defeat, Preventive Defense section, paragraph 7

**Note:** Many of these publications are available from the Civil Engineering Series at the Air Force Publications Web site:  
<http://afpubs.hq.af.mil/elec-products/series.stm>  
Environmental reference documents can also be found at the Air Force Center for Environmental Excellence Web site:  
<http://www.afcee.brooks.af.mil/afceehome.asp>



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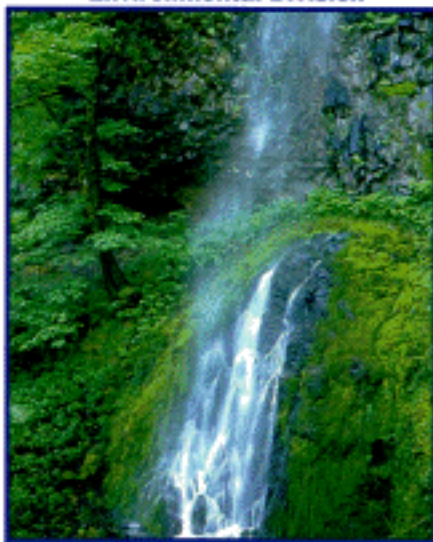


### Note:

1. This document will be reviewed on a yearly basis and revised as necessary
2. HQ USAF ILE Web Page address: <http://www.il.hq.af.mil/ile/index.html>



**HQ USAF  
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